

7 October 1953

MEMORANDUM FOR: Acting Deputy Director (Administration)

SUBJECT : Staff Study -- Promotion of Career Employees

1. **PROBLEM:** To establish uniform Agency-wide review procedures and time-in-grade controls governing the promotion of career employees.
2. **ASSUMPTION:** Divergent standards and practices for the promotion of career employees in various parts of the Agency are inconsistent with the development of an Agency-wide career service.
3. **FACTS:**

- a. Agency Notice [ ] dated 18 September 1953 provides that promotion requests, as well as certain other requests for personnel action, are subject to review by the head of the component having responsibility for an individual's career planning, as evidenced by his Career Designation. It also states that "These requests should ordinarily be presented by the component head, or his designee, to the component Career Service Board for its review and recommendation."
- b. Divergent practices have developed in connection with the review of promotion recommendations in various parts of the Agency (see Tab A).
- c. Different time-in-grade standards have been adopted to control the rate of advancement of career employees in various parts of the Agency (see Tab B).

4. **DISCUSSION:**

- a. The divergent requirements noted in paragraph 3b above developed in the absence of regulatory requirements governing the review of promotion recommendations by career components. The publication of Notice [ ] should bring about greater uniformity in this regard.
- b. The fact that most of the Agency's career components have adopted some scale of time-in-grade requirements indicates a general acceptance of the need for such controls. The different scales which have been adopted seem to be the result of independent approaches to the problem rather than a reflection of real differences in essential time-in-grade requirements.

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- c. Although time-in-grade requirements have been standardized within DD/P, this has not been accomplished within DD/I, within DD/A, or among the five major components of the Agency. The establishment of an Agency-wide scale would standardize practices without serious modification of the various scales currently in use.
  - d. Once Agency-wide time-in-grade requirements have been established the rate of advancement of career personnel could be limited uniformly by raising or lowering them to meet changes in Agency requirements. In order to provide an effective control, the time-in-grade scale should reflect minimum requirements which would be waived only on strong justification of individual cases.
5. CONCLUSION: The establishment of Agency minimum time-in-grade requirements would contribute to uniformity of promotion practices throughout the Agency and would permit Agency-wide control of the rate of advancement of career employees.
6. RECOMMENDATION: It is recommended that the attached proposed Regulation be approved.

/s/

GEORGE E. MULLOON  
Personnel Director

Attachments:

- 1. Tab A - Extent of Participation by Career Service Boards in the Review of Promotion Recommendations
- 2. Tab B - Time-in-grade Criteria Currently Being Applied in the Review of Promotion Recommendations in Various Components of the Agency
- 3. Proposed Regulation - Promotion (Time-in-grade)